



Region 1

Request for Proposals

To

Provide Services Under the Workforce Investment Act

Services to be Delivered During

July 1, 2009– June 30, 2010

RFP Issue Date: January 9, 2009

Key Dates:

Mandatory Letter of Intent Due: January 19, 2009
Mandatory Bidders Conference: January 21, 2009
Additional Questions Due: January 23, 2009
Proposal Due Date: February 19, 2009
Organization Interviews: March 11, 2009
Award Announced: April 17, 2009
Mandatory Contractors Training: May 6, 2009
Contract Begins: July 1, 2009

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I. Background and General Information

The Center of Workforce Innovations, Inc. is a 501(c)(3) organization contracted by the Northwest Indiana Workforce Board (NWIWB) to serve as the Regional Operator in Economic Growth Region 1 (EGR 1) and as such is responsible for the administration and oversight of employment and training services within EGR 1. EGR 1 is located in Northwest Indiana and consists of Jasper, Lake, La Porte, Newton, Porter, Pulaski, and Starke counties. The Region 1 website may be visited at <http://nwi.gotoworkone.com/home/index.asp>.

The Indiana Department of Workforce Development has mandated that employment and training services throughout Indiana be delivered through an integrated service delivery system. For more information regarding the integrated service delivery system please review Indiana's policy 2007-20, Regional Integration Policy located at <http://www.in.gov/dwd/2544.htm>.

At the direction of the NWIWB, the Center of Workforce Innovations is issuing this Request for Proposals (RFP) to procure employment and training services in WorkOne Centers on behalf of the NWIWB. The Regional Operator intends to be as inclusive as possible in this solicitation. The goal is to receive a wide variety of high quality, innovative proposals that meet the workforce development needs of the region. Traditionally, these services have been referenced as Adult, Dislocated Worker, and Youth services; however, as a result of the newly integrated system, the services being sought under this RFP differ in content and role as those services subcontracted in the past.

In the integrated service delivery model, all adult customer services are delivered by functional teams that are comprised of individuals from a variety of funding streams and organizations. Team activities and workload are coordinated by a functional supervisor known as the Center Manager. The functional teams are as follows: Assessment, Solutions, and the Business Services Teams. All staff performs his or her job tasks in a specific functional area. In this setting, neither job titles nor organizational boundaries are used to differentiate staff from one organization to another.

This integrated service strategy has been set by the Regional Operator and implemented by the Leadership Team. Continuous improvement is the responsibility of both the Regional Operator and Leadership Team. (See the glossary for the definition of Leadership Team.) Interested organizations are encouraged to go to the CWI website at www.innovativeworkforce.com to read the EGR 1 integration plan in its entirety.

Please note that youth services are not currently a part of the Integrated service delivery model.

There are twelve WorkOne Centers in Economic Growth Region 1. The Centers are located in Crown Point, East Chicago, Gary, Hammond, Knox, La Porte, Michigan City, Morocco, Portage, Rensselaer, Valparaiso, and Winamac. Organizations have the opportunity to bid on operating a WorkOne Center/s as developed through EGR 1's Integration plan. The following are the duties involved with running a center:

- Overall Center Management
- Coordination with partner organizations
- Oversight and coordination of services delivered by staff from Assessment Team, Solutions, and Business Services Team
- Marketing, outreach, and customer recruitment in coordination with Regional Operator of WorkOne services
- Integrated service delivery for adults and dislocated workers at satellite locations known as access points
- Successful performance goals and outcomes
- Tracking and reporting
- Coordination with Management Information System (MIS) staff to provide quality control for data gathered at Centers throughout the Region (MIS Staff may be part of an organization's management staff)
- Coordination with IT staff to service Centers throughout the Region (IT staff may be part of an organization's management staff)
- Coordination of business services with the Business Services Manager who functionally supervises the business services team
- Coordination of Center services with the Regional WorkOne Manager who functionally supervises Center Management and the Leadership Team
- Active participation in the Regional Leadership Team.

Organizations can also bid on providing Youth Services throughout the Region.

Organizations can bid on any combination of the above. For those bidding on operating a Center, bonus points will be given to organizations who bid on more than one Center.

See the chart below as well as the glossary for further clarification:

Bidding Area	Focus
Operation of WorkOne Center (Center Management)	<ul style="list-style-type: none"> ▪ Manage all day to day activity of the Center including work flow, paper flow to reporting agency, facilitation of weekly staff meetings, customer service standards, and performance standards
	<ul style="list-style-type: none"> ▪ Make staffing decisions including assisting with new hires, determining staffing levels, transferring staff to other Centers, assigning staff to committees, and develop process leads for

	Assessment and Solutions Teams
	<ul style="list-style-type: none"> ▪ Responsible for all facilities management
	<ul style="list-style-type: none"> ▪ Participate as a member on the Leadership Team
	<ul style="list-style-type: none"> ▪ Determine training needs for staff and insure training is conducted
	<ul style="list-style-type: none"> ▪ Evaluate staff under formal supervision and provide feedback for staff under functional supervision
	<ul style="list-style-type: none"> ▪ Work with Regional WorkOne Manager
	<ul style="list-style-type: none"> ▪ Greeting customers who enter the WorkOne office
	<ul style="list-style-type: none"> ▪ Assessing and determining customer needs
	<ul style="list-style-type: none"> ▪ Referring customers to resources in the community
	<ul style="list-style-type: none"> ▪ Enrolling customers into programs including Wagner-Peyser, Veterans, Workforce Investment Act, and Trade Readjustment Act.
	<ul style="list-style-type: none"> ▪ Review customer assessments, work history, and education in order to develop a plan of service.
	<ul style="list-style-type: none"> ▪ Schedule customers for ongoing activities within the WorkOne Centers for workforce preparedness.
	<ul style="list-style-type: none"> ▪ Managing the funding for individuals who enter into Pre-vocational training, Occupational training programs, Work Experiences, or On the Job Training.
	<ul style="list-style-type: none"> ▪ Secure locations known as access points to provide WorkOne services to target populations
	<ul style="list-style-type: none"> ▪ Review data collection and input for accuracy and conformance to policies and regulations
	<ul style="list-style-type: none"> ▪ Serve as the TrackOne field level help desk
	<ul style="list-style-type: none"> ▪ Orient and train new staff (or retain existing staff) on rules, processes and procedures
	<ul style="list-style-type: none"> ▪ Serves as the key liaison between field operations and RO MIS department/Master User
	<ul style="list-style-type: none"> ▪ May run reports
	<ul style="list-style-type: none"> ▪ Intervene as help desk when IT tickets are launched within the Regional System
	<ul style="list-style-type: none"> ▪ Provide software and hardware repair and set up

	<ul style="list-style-type: none"> ▪ Track IT tickets and support the work of the IT Manager to facilitate day to day and Projects
	<ul style="list-style-type: none"> ▪ Work with employers to provide services such as employee screening and recruitment, employee assessment, and training
	<ul style="list-style-type: none"> ▪ Input job orders into the Indiana labor exchange database known as Indiana Career Connect
	<ul style="list-style-type: none"> ▪ Refer job ready customers to job openings
	<ul style="list-style-type: none"> ▪ Provide follow up for customers who have accessed WorkOne services
Youth Programming	<ul style="list-style-type: none"> ▪ Assess youth for appropriateness for the Workforce Investment Act program
	<ul style="list-style-type: none"> ▪ Determine eligibility of youth participants
	<ul style="list-style-type: none"> ▪ Provide services or access to the 10 youth program elements
	<ul style="list-style-type: none"> ▪ Provide follow up for youth who have participated in services

II. **Characteristics of Successful Bidder (s)**

The Board is seeking qualified entities to provide innovative high quality integrated services. Organizations making application must demonstrate experience and expertise in the characteristics listed below:

- Customer service oriented staff and leadership
- Achievement of performance related goals
- Data management and demonstrated data integrity
- Competent management with results driven vision
- Cooperative management and staff
- Collaboration with partners on projects and/or programs with successful shared results
- Ability to align staffing and leadership with Northwest Indiana Workforce Board vision
- Flexibility and ability to adapt to change with minimal disruption in service
- Creativity

The resulting contract(s) with the successful bidder(s) will be for a one-year period, July 1, 2009 to June 30, 2010. Based on performance, the contract may be renewed up to two additional years, July 1, 2010 to June 30, 2012. The form of the contract will be cost-reimbursement.

By contracting with the Regional Operator, organizations that receive Workforce Investment Act Funds are acknowledging their role in the regional achievement

of Common Measures. Each organization holds crucial pieces of the process which move the region to successful Common Measures performance. At contracting, each organization's performance targets by service area will be given and incorporated into the contract. It is expected that performance targets are met as outlined in the contract. Reports to the Regional Operator are required.

The successful bidder(s) will provide services in all or a major portion of the office locations effective on or after July 1, 2009. Under the guidance of the Regional Operator the successful bidder(s) must coordinate services and operations with partners in the WorkOne centers to ensure a smooth and seamless transition. The goal of the process is to serve customers continuously and effectively with the least possible disruption.

III. Rights and Assurances

The Regional Operator reserves the right to reject portions or the entirety of any or all proposals received or to award, without discussions or clarifications, a contract on the basis of initial proposals received, if that is deemed to serve the best interests of the Board and Region 1. Further the Regional Operator reserves the right to conduct discussions, either oral or written, with those respondents determined to be reasonably viable candidates for award. If discussions are held, best and final offers may be requested. Successful bidder(s) may be asked to further negotiate their proposal before the Regional Operator will make any final commitment.

Therefore, each proposal should contain the respondent's best terms from a price and technical standpoint. The Regional Operator also reserves the right to reopen discussions after receipt of best and final offers if it is deemed to serve the best interests of the Board and Region 1.

This Request for Proposals is not in itself an offer of work nor does it commit the Regional Operator to fund any proposals submitted. The Regional Operator is not liable for any costs incurred in the preparation or research of proposals.

All commitments made by the Regional Operator are contingent upon the availability of funds and the Regional Operator reserves the right to award an amount less than the total funds available for bid contained in this RFP.

The Regional Operator assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in

the United States or participate in any WIA Title 1-financially assisted program or activity;

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendment of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The Regional Operator also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the Regional Operator's operation of the WIA Title 1-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title 1-financially assisted program or activity. The Regional Operator understands that the United States has the right to seek judicial enforcement of the assurance. This WIA Title I funded program is an equal opportunity employer/program. Auxiliary aids and services will be made available upon request for individuals with disabilities. By submitting a bid all bidders are providing an assurance that they will comply with the above nondiscrimination and equal opportunity provisions.

The Regional Operator is exempt from federal, state and local taxes and will not be responsible for any taxes levied on the respondent resulting from the contract based on this RFP.

The specifications in this RFP may change based on issuance of State or Federal policy, SWIC, or WIA re-authorization. The Board will work with the successful bidder(s) to implement any changes required by the State or Department of Labor. By submitting a proposal, the bidder(s) agrees to work cooperatively with the Regional Operator to comply with subsequent changes.

By submitting a proposal the bidder certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the plan of work if the Regional Operator awards a contract. A conflict of interest would arise if any individual involved in the preparation of this RFP, proposal review and rating or award decisions has a financial or other interest in or represents the bidding organization and would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. The Regional Operator reserves the right to disqualify a bid should a conflict of interest be discovered during the solicitation process.

By submitting a proposal the bidder assures that it will provide additional services as requested under additional grants such as a National Emergency Grant,

Career Advancement Account, Navigator or other State funded workforce program granted to the Northwest Indiana Regional Workforce Area.

The bidder(s) assures that if awarded a contract by the Regional Operator, it will comply with Regional, State and Federal program and financial regulations, policies and directives, as well as comply with any and all monitoring requirements.

IV. RFP Process

On January 9, 2009, the RFP will be released for bids. Below is a list of key deadlines and requirements related to the RFP:

Date	Time	Requirements of RFP Process
January 19, 2009	4:00 pm Central Standard Time	Mandatory letter of Intent to bid. Organizations must use the form letter attached to this proposal.
January 21, 2009	9:00 am Central Standard Time	Mandatory Bidders Conference
January 23, 2009	4:00 pm Central Standard Time	Last date to submit questions regarding this RFP. Questions will be accepted only if sent electronically, by fax, or mail to the contact person listed.
February 19, 2009	4:00 pm Central Standard Time	Complete proposals submitted. This includes hard copy and electronic versions.
March 11, 2009	1:00 pm. Central Standard Time	Interviews with organizations selected for final consideration for funding.
April 17, 2009	4:00 pm Central Standard Time	Award Announcement
May 6, 2009	1:00 – 4:00 Central Standard Time	Mandatory contractors training
July 1, 2009	N/A	Contract Begins

V. Proposal Narrative

A. Organization Description, Characteristics, Qualifications, Performance History *(Proposal Evaluation 20 points - Page Limit – 10 pages)*

- Organization Description:
 - i. Organization overview
 - ii. Length of existence
 - iii. Vision
 - iv. Mission
 - v. Organizational strategic goals and current progress/results
 - vi. Programs currently offered and any other business activities you are engaged in.
 - vii. Legal status of your organization? Include as an exhibit a copy of your most recent business entity filing.
 - viii. Governance structure
 - ix. Organizational Leadership
 - 1. Bios of key organization leaders outlining expertise and experience in successful program management and leadership; include applicable qualifications and certifications
 - 2. Include as an exhibit a current org chart which clearly depicts lines of responsibility and authority
- Organization Characteristics & Qualifications:
 - i. Describe the strengths of the organization
 - ii. Describe the organization's process & measurements for successful customer service
 - iii. Describe the organization's current partnerships and collaborations; include current results which demonstrate shared vision and success
- Performance History:
 - i. Describe your experience serving individuals seeking assistance with workforce development needs such as employment assistance and/or training
 - ii. Describe your experience in implementing and providing oversight of programs and supervision to individuals from multiple organizations
 - iii. Outline all workforce related programs operated during the last two years.
 - 1. Provide brief program descriptions
 - 2. Funding amounts and sources
 - 3. Successful performance information.
- Assurances:
 - i. Provide a signed corporation resolution(s) which:
 - 1. Authorizes the submission of the proposal.

2. Authorizes the signatory on this proposal to sign the proposal, negotiate on behalf of the corporation and bind the corporation.
3. Copies of the resolutions may be made as Exhibits to the proposal which do not count in the page limit.
- ii. Should the primary point of contact be different than the authorized signatory, identify the person who will be the single point of contact with the Regional Operator and Fiscal Agent for this contract along with his/her contact information.
- iii. Include a list of board members and a list of board meeting dates for the next fiscal year.
- iv. All organizations who bid on this RFP must register with Buy Indiana. The website for Buy Indiana can be found at <http://www.in.gov/idoa/buyindiana/>. Provide a print out of the registration.

B. Partnerships, Coordination & Integration (*Proposal Evaluation 10 points – page limit -3*)

- o Partnerships
 - i. Describe past success in developing effective working relationships with workforce development partner organizations. Include at a minimum, Vocational Rehabilitation, Adult Education, Post Secondary Education, training programs through HUD, Migrant Worker Programs, Job Corps, and Senior Employment Programs.
 - ii. Describe how your organization is or will be involved with other organizations such as school systems, Chamber of Commerce, and Local Economic Development Organizations (LEDOs).
 - iii. Provide a matrix by county demonstrating effective relationships you have currently in place and any other partners or organizations you plan future collaborations.
- o Coordination & Integration
 - i. Describe how Leadership Team Members and organization staff will work in cooperation with the Regional Operator to ensure coordinated management and integration of WorkOne service delivery staff and services including functional alignment of staff in order to achieve exceptional customer service.
 - ii. Region 1 is responsible for common performance measures based on multiple funding streams. Describe how your organization will work with partners from these other funding streams to achieve these outcomes. This section should at a minimum address Wagner Peyser, Veterans, and TAA funding streams. (For more information on Common Measures please see the glossary.)
 - iii. If your organization does not have experience with service integration and functional supervision, describe how you will accomplish this realignment. Include any required restructuring in your plan.

C. Plan of Service *(Proposal Evaluation 30 points - Page Limit – 15 pages)*

○ **General Information**

- i. Describe your knowledge of the most significant workforce development challenges and opportunities that the Northwest Indiana Region 1 will likely face in the next two years.
- ii. Describe your organization's plan of implementation, based on Region 1's Integration Plan of the following:
 1. System integration for services
 2. Functional alignment of staff
 3. Workflow with the Northwest Indiana WorkOne system.
- iii. Describe how you will work with the Regional Operator and Indiana Department of Workforce Development and other service provider management staff to perform the following:
 1. Achieve an integrated system
 2. Operate the common information management system known as TrackOne
 3. Communicate within each WorkOne Center, between Centers, Management, and the Regional Operator.
- iv. Training:
 1. Describe how you will insure that all staff participates in any training deemed necessary by the Regional Operator in order to sustain an integrated system while providing excellent customer service. Although in some cases the Regional Operator may procure the training, your budget should include a line item to project the cost of internal and external staff training.
 2. Describe any customized training that you would develop. If customized training is being proposed, explain how and why you selected this particular training. Examples of customized training may include enhancing skills of dislocated workers or providing training for new employers.

○ **Bidding Area 1: Operation and Services of Center/s**

- i. Center Management
 1. Identify the WorkOne Center(s) on which you are bidding
 2. Describe how your organization is uniquely positioned to serve each of the communities listed above
 3. Describe how your organization will assume the responsibility of implementing and overseeing center/centers. This includes performance, facilities management, policy, procedures, flow, work culture, security, and staffing.
 4. Describe how your organization will functionally supervise staff from different organizations. How will you integrate with the formal supervisors from various providers?

5. Describe how customer feedback will be collected and used to make continuous improvements to services.
6. Describe the role of outreach and marketing as it relates to this Center Management. Describe how all communities for which you are bidding in the region will be made aware of the availability of services including Wagner Peyser, Workforce Investment Act, Veterans, and Trade Act and how you will provide these services. Include how recruitment of these populations will be achieved.
7. Describe how you will coordinate marketing and outreach services with the Regional Operator.
8. Describe how you will coordinate Center Management with the Regional Operator for functional supervision.
9. Staffing:
 - a. Create a matrix outlining the number of Center Management positions you are bidding on & at which sites.
 - b. Attach job descriptions for Center Management staff.
 - c. Identify the qualifications of all your organization's existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related workforce development program expertise
 - iii. level of knowledge/proficiency in customer service
 - d. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - e. It is the expectation the Regional Operator will be an active participant in interviewing and hiring the Center Manager. Describe how you will involve the Regional Operator as a partner.

(If bidding on Operating Centers you must include responses to all of the listed service areas (Assessment Team, Solutions Team, Business Services, MIS, Access Points, & IT))

- ii. Services of Assessment Team
 1. Describe how the assessment team will provide services to customers including 10 data elements, assessment of needs, and enrollment into core and intensive services. Include a description of the process for an individual to move through each of these tiers of service.
 2. Describe how this service area relates and flows to the Solutions service area.
 3. Describe how an Assessment team member would provide rapid response services to customers in the event of a facility closure or large dislocation

4. Describe how you will coordinate this service area with IDWD staff.
 5. Performance as it relates to this service area:
 - a. Describe key performance targets related to successful customer service
 - b. Describe key performance targets related to successful common measure performance for this position
 - c. Describe how the performance targets in a & b result in successful region-wide common measures performance.
 - d. Describe how you will track, quality control, and performance manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne is the current system used in Indiana.
 - e. Include an assurance that “real time” reporting will be made to the Regional Operator.
 6. Staffing:
 - a. Create a matrix outlining the number of Assessment Team positions you are bidding on & at which sites.
 - b. Attach job descriptions for Assessment Team staff.
 - c. Identify the qualifications of all your organization’s existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related workforce development program expertise
 - iii. level of knowledge/proficiency in customer service
 - d. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - e. It is the expectation the Regional Operator will be an active participant in interviewing and hiring staff for the Assessment Team. Describe how you will involve the Regional Operator as a partner.
- iii. Services of Solution Team
1. Describe how the Solutions team will develop a plan of service for customers enrolled into programs in the WorkOne Centers.
 2. Describe how all “products” available in the WorkOne Centers will be utilized to optimally serve the customer.
 3. Describe how the solutions team member will determine a customer’s appropriateness for training services. For those customers who enter training, describe how funds will be managed appropriately.
 4. Describe how a Solutions team member would provide rapid response services to customers in the event of a facility closure or large dislocation

5. Describe partner organizations which you intend to involve in this service area. Include the process of how a customer will access partner services.
6. Describe how you will coordinate this service area with IDWD
7. Performance as it relates to this service area:
 - a. Describe key performance targets related to successful customer service
 - b. Describe key performance targets related to successful common measure performance for this position.
 - c. Describe how the performance targets in a & b result in successful region-wide common measures performance.
 - d. Describe how you will track, quality control, and performance manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne is the current system used in Indiana.
 - e. Include an assurance that “real time” reporting will be made to the Regional Operator.
8. Staffing:
 - a. Create a matrix outlining the number of Solutions Team positions you are bidding on & at which sites.
 - b. Attach job descriptions for Solutions Team staff.
 - c. Identify the qualifications of all your organization’s existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related workforce development program expertise
 - iii. level of knowledge/proficiency in customer service
 - d. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - e. It is the expectation the Regional Operator will be an active participant in interviewing and hiring staff for Solutions Team. Describe how you will involve the Regional Operator as a partner.

iv. Services of MIS

Describe the organization’s experience, capacity, and expertise for handling data, documentation & quality technology based documentation and reporting.

1. Describe how the organization will engage frontline staff at the WorkOne Center in the MIS operations
2. Describe how you will coordinate this work with the Regional Operator & Master User.
3. Performance as it relates to this service area:

- f. Describe key performance targets related to successful customer service.
 - g. Describe key performance targets related to successful common measure outcomes for this position.
 - h. Describe how the performance targets in a & b result in successful region-wide common measures performance.
 - i. Describe how you will track, quality control, and manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne is the current system used in Indiana.
 - j. Include an assurance that “real time” reporting will be made to the Regional Operator.
4. Staffing:
- a. The Regional Operator will fund up to 3 staff positions.
 - b. Identify the qualifications of all your organization’s existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related workforce development program expertise
 - iii. level of knowledge/proficiency in customer service
 - c. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - d. It is the expectation the Regional Operator will be an active participant in interviewing and hiring staff for MIS. Describe how you will involve the Regional Operator as a partner.
- v. Services of IT:
- 1. Describe your organization’s experience, capacity, and expertise for providing technical support for networked systems.
 - 2. Describe your organization’s experience in providing support for software and hardware set up and repair
 - 3. Describe how you would coordinate this service with the Regional Operator and Indiana Department of Workforce Development.
 - 4. Performance as it relates to this service area:
 - a. Response time to service needs as established by Regional Operator
 - 5. Staffing:
 - a. Attach a job description for IT staff. The Regional Operator will fund up to 2 staff.
 - b. Identify the qualifications of your organization’s existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - c. Identify by name and length of time with organization

- d. Years of expertise in providing IT support to organizations with multiple locations
 - e. Level of knowledge/proficiency in customer service
 - f. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - g. It is the expectation the Regional Operator will be an active participant in interviewing and hiring staff for IT support. Describe how you will involve the Regional Operator as a partner.
- vi. Services at Access Points
 - 1. Describe how your organization would determine locations to set up access points for services.
 - 2. Describe how your organization would work with community organizations to partner at these access points.
 - 3. Describe how your organization would work with the Regional Operator to market the availability of services at access points.
 - 4. Staffing
 - a. Create a matrix outlining the number of staff from each team your organization would need to staff the access points.
 - b. Attach job descriptions for staff.
 - c. Identify the qualifications of all your organization's existing staff that will be involved in delivering these services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. Years of WIA or related workforce development program expertise
 - iii. Level of knowledge/proficiency in customer service
 - e. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - f. It is the expectation the Regional Operator will be an active participant in interviewing and hiring staff for these positions. Describe how you will involve the Regional Operator as a partner.
- iv. Services of Business Services Team
 - 1. EGR 1 supports the philosophy that all workforce services must be a formal and on-going strategy for both business customers and job seeker customers. Therefore, the Regional Operator functionally supervises the Business Services Team. The Business Services Team consists of Business Services Recruiters and Business Services Representatives. Describe the role your organization will play for business services and how recruiters and representatives will continue to operate in the integrated system.

2. Describe how the Business Services Team will develop a plan of service for customers
3. Describe how the Business Services Team integrates with the Region's WorkOne system.
4. Describe how the Business Services Recruiters will be utilized to optimally serve customers (both businesses and job seekers).
5. Describe how the Business Services Representatives will be utilized to optimally serve customers (both businesses and job seekers).
6. Describe how a Business Services team member would provide rapid response services to customers in the event of a facility closure or large dislocation.
7. Describe how you will coordinate this service area with the Regional Operator for functional supervision.
8. Describe any intent to provide business services outside of WIA funding,(i.e. fee for service through such activities such as WorkKeys or other assessments, drug testing etc).
 - a. To what extent have you conducted fee for service in the past?
 - b. Will you generate program income or profit?
 - c. Provide an assurance that any program income generated will be used in the Northwest Indiana Regional Workforce Area.
 - d. Performance as it relates to this service area:
 - Describe key performance targets related to successful customer service
 - Describe key performance targets related to successful common measure performance for this position
 - Describe how you will track, quality control, and performance manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne is the current system used in Indiana.
 - Include an assurance that "real time" reporting will be made to the Regional Operator.
9. Staffing:
 - a. Describe the number of Business Service Team positions you are bidding on and at which sites.
 - b. Identify the qualifications of all your organization's existing staff that will be involved in delivering services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. Years of WIA or related workforce development program expertise
 - iii. Level of knowledge/proficiency in customer service
 - c. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.

10. Performance as it relates to this service area:
 - a. Describe key performance targets related to successful customer service
 - b. Describe key performance targets related to successful common measure performance for this position
 - c. Describe how the performance targets in a & b result in successful region-wide common measures performance.
 - d. Describe how you will track, quality control, and performance manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne and Indiana CareerConnect are the current systems used in Indiana.
 - e. Describe how this position will involve an entire site in performance management. Specifically, how will you create a work culture of performance?
 - f. Include an assurance that “real time” reporting will be made to the Regional Operator.
11. Staffing
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related workforce development related program expertise
 - iii. level of knowledge/proficiency in customer service
 - iv. Successful management and leadership experience and expertise
 - a. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.
 - b. It is the expectation the Regional Operator will be an active participant in interviewing and hiring the Center Manager. Describe how you will involve the Regional Operator as a partner.

○ **Bidding Area 2: Youth Programming and Services**

Youth services can be provided for youth ages 14 – 21. The Workforce Investment Act defines younger youth as those aged 14-18, older youth as those aged 19-21, in-school youth as those youth enrolled into some type of secondary or post secondary education, and out-of-school youth as those youth not enrolled in any type of secondary or post-secondary institution.

Region 1 utilizes the Jobs for America’s Graduates (JAG) Program as the preferred model to serve in-school youth across the region. For more information on the JAG program please go to this site:

<http://www.jag.org>.

While performance measures are designated for younger and older youth, costs for services are designated for in-school and out-of-school youth. Funds for youth services will be distributed at 50 percent for in-school youth and 50 percent for out-of school youth.

1. Describe how your organization will provide the following services for youth:
 - a. Eligibility determination
 - b. Assessment of skills
 - c. Plan of service known as Individual Service Strategy
 - d. Case management
 - e. Counseling
 - f. Post secondary education opportunities
 - g. Linkages developed between academic and occupational training
 - h. Preparation for unsubsidized employment opportunities
 - i. Information about the local labor market, career and employment opportunities within the region.
 - j. Follow up services that will be provided to youth upon exit from program
2. If applying for funding for in-school youth services,
 - a. Describe your understanding of the JAG model.
 - b. How will you implement the model in areas that have an existing JAG program?
 - c. How will you implement the JAG program in areas that do not have a current JAG program?
 - d. For areas where the JAG model is not feasible, describe an alternate program model for in-school youth
 - e. Describe evidence of strong successful performance measures being proposed.
3. If applying for out of school youth services
 - a. Describe the chosen program model
 - b. the history,
 - c. Evidence of strong successful performance measures being proposed. *Only proven models of success will be funded.*
4. The Workforce Investment Act requires that youth be provided or have access to the 10 program elements. Describe the program design that your organization will use that incorporates all elements as listed below. Include all key milestones and start dates for specific projects.
 - a. Tutoring, study skills training and instruction leading to completion of secondary school
 - b. Dropout prevention
 - c. Alternative school services
 - d. Adult mentoring
 - e. Paid and unpaid work experiences, including internships and job shadowing

- f. Summer employment opportunities linked to academic and occupational learning
- g. Occupational skills training
- h. Leadership development opportunities
- i. Supportive services
- j. Comprehensive guidance and counseling
- k. Follow-up services for not less than 12 months as appropriate
- 5. How many of each type of youth do you plan to serve?
- 6. Demonstrate knowledge of performance requirements for the younger and older youth programs by describing :
 - a. How the programs will be managed to meet or exceed each of the applicable common measure performance standards.
 - b. How will you also achieve common measure outcomes?
 - c. Provide an assurance that services will also be designed to meet any additional quality standards established by the Board.
- 7. Performance as it relates to this service area:
 - a. Describe key performance targets related to successful customer service
 - b. Describe key performance targets related to successful common measure performance for this position
 - c. Describe how you will track, quality control, and performance manage the above targets in accordance with all applicable requirements utilizing the state required information management reporting system. TrackOne is the current system used in Indiana.
 - d. Include an assurance that “real time” reporting will be made to the Regional Operator.
- 8. Staffing:
 - a. Create a matrix that describes the number and type of Youth Team positions you are bidding on & at which sites.
 - b. Attach job descriptions for Youth Team staff
 - c. Identify the qualifications of your organization’s existing staff that will be involved in delivering services in the Northwest Indiana Region. Address the following:
 - i. Identify by name and length of time with organization
 - ii. years of WIA or related program expertise
 - iii. level of knowledge/proficiency in customer service
 - d. If staff is to be hired at a later date, include the minimum qualifications required for selection of staff and a hiring plan with a timeline to ensure continuous service.

- **Management Plan** (*Proposal Evaluation 10 points - Page Limit – 2 pages*)
 1. Include an organizational chart(s) that illustrates the structure of your staffing to be used in support of the proposed programs. The chart should display the management and administrative staff, as well. If your organization has multiple locations, please indicate which management positions are located within Northwest Indiana Region 1 and those located outside the Region.
 2. Complete the staffing worksheet for all positions for which you are requesting funding. This chart should match the staffing sheet provided in the attachments and clearly display the number of staff planned for each location along with position titles. This may be provided as an Exhibit and as such does not count toward the page limit. In an effort to fully integrate the services, the Regional Operator is suggesting that title's inside of a bidding organization match the integrated system profiles.
- **Transition Activities** (*Proposal Evaluation 10 points - Page Limit – 3 pages*)
 1. Describe efforts that will be made to work cooperatively with the Regional Operator to ensure a smooth transition of customers, cases, and MIS in Economic Growth Region 1.
 2. If you currently do not provide WIA services for Economic Growth Region 1, describe how you will work with the other service providers for an efficient transfer of files and customer caseloads.
 3. Full transition and transfer of files may occur on or after July 1, 2009. Describe your plan for ensuring that services to clients will continue with little or no interruption during the transition. This description should specifically include a discussion of how services will be available in counties where your organization is not presently a service provider.
 4. Describe how you will work with WIA providers to ensure a seamless coordinated transition.
 5. How will transitioning impact staffing and hiring plans?
 6. If you are an existing WIA provider, describe how you will assist in the transition of services in the event you are not funded by this project.

F. Financial Management and Budget

Proposal Evaluation 20 points - - Page Limit – 2

1. Financial Management

- a. Bidders must maintain a financial management system that is auditable and in compliance with generally accepted accounting principles. Financial records must be available for audit and monitoring purposes. Bidders should provide a brief description of the internal financial accounting and management system. Provide an explanation and

samples of special reports you generate for your own management purposes or the purposes of your funding sources for the purpose of reporting and managing the funds you receive. Provide an assurance that you will participate, financially and operationally in regular reviews of your performance, including special report generation. Bidders should address the accountability of the organization in this section and provide one copy of the audit report for the most recent two years.

- b. Describe how funds will be managed to ensure that targeted expenditure levels are met but not exceeded within a reasonable cost per placement, and to ensure that these services remain available to clients throughout the program year.
- c. Has your organization had any questioned costs, disallowed costs, or compliance monitoring findings in the last three years? If so, submit documentation that these issues have been satisfactorily resolved. Provide copies of your WIA fiscal monitoring reports for the last two years, along with resolution letters to clarify.
- d. Contractors are responsible for the repayment of costs determined to be disallowed in accordance with applicable statutes, regulations, directives or mandates. Contractors must repay disallowed costs to the Board's Fiscal Agent within thirty (30) days of the final audit determination. Any disallowed costs must be repaid from local or unrestricted funds. If WIA costs you incurred in the Northwest Indiana Region 1 were subsequently disallowed as a result of audit or monitoring, does your organization have the capability to repay these funds? From what source? Is your organization eligible for a fidelity bond? All organizations that are granted funds under the RFP must develop a plan to secure a minimum of 1% of the total grant funds requested as undesignated non grant funds or local funds to cover any disallowed costs. The plan must be submitted within the first 6 months from the date of the signed contract and by 18 months of the signed contract, funds must actually be secured.
- e. Current providers must identify any leases currently held for WorkOne locations and/or equipment. In addition, any organization that is a successful bidder must agree to hold leases on WorkOne locations and equipment.
- f. Discuss your organization's WIA performance report for the most recent two years. Were all performance measures met? If not, why and what will you do different to insure success for this program year? Describe key methods and/or techniques used relative to front-line staff to meet WIA performance goals or to ensure performance measures are maintained. Attach two copies of the performance reports to the proposal.

- g. If your organization is a current WIA provider, describe the Return on Investment (ROI) for those programs as calculated with data from the most recent past program year.

2. Budget

- a. The bidder should complete PY'09 budget on the included Attachment B and Attachment B-1. **Do not deviate from the budget format provided or your submission will be disqualified from consideration.** If you propose to provide additional funding from your corporation to supplement the allocation, there is a place on the budget to provide that information. In your narrative you need to identify the source and any restrictions on the use of those funds. This information is required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30-page proposal limit.

For the purpose of this bid, the Board is interested in the planned amounts for management of service provider staff, overhead costs and the amount planned for direct client costs, as well as the plan by location and management cost centers. The higher the percentage of costs planned for WIA clients and the lower the percentage for administration/overhead costs the better.

Definitions for Attachments B-1, B-2, B-3, B-4, B-5 and B-6

Program Costs include all costs associated with service staff salaries (this would include each staff members salary for Assessment, Solutions, Business Services, Youth, and Center Managers), fringe benefits, rent, equipment, travel, staff training, supplies and all other non-client service costs. These costs are broken out by Adult, Dislocated Worker and Youth programs.

Management Costs include all costs associated with management staffing within the region and located outside the region. These costs include salaries for Executive Director, President, or Chief Executive Officer; Controller or Accountant; MIS or Quality Control; Human Resources, Information Technology or Consultants who would fill those positions; and support staff to the previously mentioned positions, fringe benefits, rent, equipment, travel, staff training, supplies, accounting, audit, monitoring and all other management costs not associated with direct service to clients. These costs are broken out by Adult, Dislocated Worker and Youth programs. No more than 10% of total budget is allowed for management overhead.

Direct Client Costs are those costs that directly benefit WIA clients. These costs are broken out by Adult, Dislocated Worker and Youth Programs.

Such costs include supportive services, tuition, supplies, books, work experience wages, on the job training, and any other cost that directly benefits the WIA customer not included in the other definitions above.

One-page Budget Narrative should be attached that describes the allocation of funds amongst programs and the philosophy of the bidder with respect to minimizing overhead costs while maximizing client costs. The budget narrative should be used to clarify and annotate the budget. If corporate funding is proposed to supplement the allocation, identify the source and any limitations on how it can be spent. If applicable, state what your direct client expenditure ratio was for the past two completed program years. This information is required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30 page proposal limit.

V. Proposal Requirements

- A. Letters of intent to bid on this proposal must be submitted by 4:00 Central Standard time on January 19, 2009.
- B. All proposals must be received no later than 4:00 Central Standard Time on February 19, 2009 in person or by mail or ground delivery to the address indicated. Proposals received after that time will be rejected. The proposals must be received at the address noted in E, not postmarked by the deadline. Faxed proposals will be disqualified from submissions and will not be considered..
- C. Each respondent must submit one original (marked "Original") and ten copies of your proposal on 8 1/2" x 11" white bond. You may single space your proposal but margins must be at least an inch and font size must be no less than 12. All copies should be submitted unfolded and unstapled. In addition to the hard copies, provide an electronic copy of the narrative and budget. The electronic version may be emailed to rminton@innovativeworkforce.com
- D. Your response to the narrative section of the proposal is limited to no more than 30 pages with specific suggested maximum page limitations provided for each section. The total page limitation is firm and is imposed for the sake of the reviewers of your proposal. In the event your response to a specific section is less than the suggested maximum page limit, the remaining pages may be used in another section as long as the total page limitation for the proposal is not exceeded. This limitation does not include other sections of your proposal such as: Attachments, Exhibits, the one page budget narrative, organizational charts and partner letters and letters of agreement by partners. The entire proposal, including Attachments, Exhibits, one page budget narrative, organizational chart and letters must be numbered Page of Page and all included in the document.

- E. Proposals may be submitted “Return Receipt Requested.” If hand delivered, the deliverer must have a prepared receipt for signature and time/date. Faxed or electronically transmitted proposals will not be accepted. The transmitting envelope will be clearly marked “proposal” and addressed as follows:

Attention: Robyn Minton, Regional Operator
c/o The Center of Workforce Innovations, Inc.
2804 Boilermaker Court, Suite E
Valparaiso, IN 46383

- F. Assemble your proposal using the following order. Use this as a checklist to ensure the proper order. Failure to follow RFP instructions could result in rejection of your proposal.

- Cover Page (Attachment A) – Required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30 page proposal limit.
- Table of Contents - Required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30 page proposal limit.
- Proposal Narrative (IMPORTANT): **The proposal narrative must have the Table of Content headers and must repeat the question being responded to in each section consistent with the narrative in the RFP.**
The font size for the questions may be reduced to Font 10 in order to minimize the space used. The goal is for your responses to be as succinct, yet comprehensive as possible.
- Exhibits – Exhibits are required as a part of the proposal and must be included in the page of page numbering, but they do not count toward the 30-page proposal limit.
 - Business Entity Filing
 - Current and Proposed Organizational Chart
 - Letters of References* - Provide no **more than five letters** of references complete with address, voice, e-mail and fax each demonstrating one or more of the following characteristics:
 - a. Your ability to implement a project which produced intended outcomes while adhering to timeline.
 - b. Projects where partnerships were key to success.
 - c. Your ability to work within a program or project budget
 - d. Your organization’s agility and flexibility

* We will not accept letters from individuals on the Regional Workforce Board, the Center of Workforce Innovations Board and staff, the Local Elected Official Board, or Department of Workforce Development employees.

- Attachment B (budget) and Attachment B-1 (budget detail by location) budget forms need to be completed along with a one page budget narrative.
 - Attachment C (Planned Service Levels)
 - Attachment D (Staffing Sheet)
 - Attachment E (Non-Collusion Affidavit)
 - Attachment F (Assurances and Certifications)
 - Submit one copy of your audit report for most recent two years, separate from the proposal and should not be included in the page of page numbering. Do provide a separate Microsoft Compatible file containing this document.
 - Submit a copy of your most recently filed IRS Tax filing (990 or other).
 - If you are a current WIA provider submit one copy of your WIA performance report for the most recent two years, separate from proposal and should not be included in the page of page numbering. Do provide a separate Microsoft Compatible file containing this document.
 - If you are a current WIA provider submit one copy of your WIA data validation monitoring report for the most recent two years, separate from your proposal and should not be included in the page of page numbering. Do provide a separate Microsoft Compatible file containing this document.
- G. Questions regarding this RFP may be submitted in writing to be sent to Robyn Minton, The Center of Workforce Innovations by fax at 219-465-6860 or email. All questions will be responded to, compiled and shared with all bidders who submitted letters of intent by January 19, 2009 and attended the bidders' conference on January 21, 2009. Questions will be accepted up to 4:00 Central Standard Time on January 23, 2009.
- H. Proposals will be reviewed and rated by a team comprised of individuals from the Board, Regional Operator staff, DWD staff, or other independent reviewers. The Regional Operator will select the top proposals and may request those bidders to make a presentation to the Board. Contracting decisions will be a joint responsibility of the Board and Regional Operator. An award decision is expected by April 2009. Programs shall start July 1, 2009 with transition beginning immediately upon selection. The Board will not be responsible for any cost associated with the transition.

The proposal evaluation weights and page limits by section are specified in each section of the RFP. In the event your response to a specific section is less than the suggested maximum page limit, the remaining pages may be used in another section as long as the total page limitation is not exceeded. These weights and page limits are also listed below.

20 points Proposal Narrative – Organization Description, Characteristics, Qualifications & Performance

10 points Partnership, Coordination, and Integration

30 points Plan of Service

10 points Management Plan

10 points Transition Activities

20 points Financial Management & Budget

Bonus Points for bidding on more than one Center

PROPOSAL COVER SHEET – ATTACHMENT A

Organization's Legal Name			
Contact Person:			
Mailing Address			
Physical Address			
Telephone		Fax	
E-mail		Cell	
Federal ID #		Website	
# of years potential bidder has been in business under the corporate / business structure submitting the response to this request for proposal.			
	Funding	PY 09	
Total Amount of Funds Requested /Committed	Administration	\$	
	WIA Adult Funds	\$	
	WIA Dis. Wkr. Funds	\$	
	WIA Youth Funds	\$	
	Total Funds Requested	\$	
	Other Funds Committed	\$	
	Total Requested/ Committed Funds	\$	
Grand Total		\$	
Planned # PY 09			
	In-School Youth		Cost Per Part.
	Out-School		
Signature:		Printed Name:	
Signature Board Chair:		Printed Name:	

Check all applicable boxes:

For Profit Corporation		Sole Proprietorship	
Not-for-profit Corporation		Faith-Based Organization	
Partnership		State Agency	
Educational Institution		Labor Organization	
Business Association		Community Based Organization	
Other Public Agency (Specify)		Other	

Attachment C

Youth Planned Service Levels

Service Category	Projected Number to Serve	Projected Number to be Exited	Projected Number Placed into Employment of Post Secondary Training	Projected Number to receive a Credential
Younger Youth				
Older Youth				
Total Youth				

Attachment D

Non-Collusion Affidavit

State of Indiana

County of _____

The respondent is hereby giving oath that it has not, in any way, directly or indirectly, entered into any arrangement or agreement with any other respondent or with any officer or employee of the Northwest Indiana Workforce Board whereby it has paid or will pay to such other respondent or officer or employee any sum of money or anything of real value whatever; and has not, directly or indirectly, entered into any arrangement or agreement with any other respondent or respondents which tends to or does lessen or destroy free competition in the letting of the agreement sought for by the attached response; that no inducement of any form or character other than that which appears on the face of the response will be suggested, offered, paid, or delivered to any person whomsoever to influence the acceptance of the said response or awarding of the agreement, nor has this respondent any agreement or understanding of any kind whatsoever, with any person whomsoever, to pay, deliver to, or share with any other person in any way or manner any of the proceeds of the agreement sought by this response.

Signature of Authorized Representative

Print or Type Name

Subscribed and sworn to me this day ____ day of _____

Notary Public

County of

Commission Expiration Date

Assurances and Certifications

The authorized representative agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Investment Act, Workforce Investment Boards, Regional Workforce Boards and any other applicable laws and regulations.

In addition, the authorized representative assures, certifies and understands that:

1. That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Investment Act of 1998; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; The Age Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended. The Board also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the WIA Title I financially assisted program or activity, and to all agreements that the Board makes to carry out the WIA Title I financially assisted program or activity. This WIA Title I funded program is an equal opportunity employer / program. Auxiliary aids and services will be made available upon request for individuals with disabilities.
2. **The proposing organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs.**
3. The proposing organization possesses legal authority to offer the attached proposal.
4. A resolution, motion, or similar action has been duly adopted or passed as an official act of the organization's governing body authorizing the submission of this proposal.
5. A drug free workplace will be maintained in accordance with the State of Indiana requirements.

Signature of Authorized Representative

Print or Type Name

Date

LETTER OF INTENT TO BID ON SERVICES

Center of Workforce Innovations
Attn: Robyn Minton, VP of Operations
2804 Boilermaker Court, Suite E
Valparaiso, IN 46383

Dear Ms. Minton:

Our organization _____ located in _____ intends to bid on the following services in Economic Growth Region 1.

_____ Operations of Centers in the following location/s

_____ Crown Point

_____ East Chicago

_____ Gary

_____ Hammond

_____ La Porte

_____ Michigan City

_____ Portage

_____ Valparaiso

_____ Knox

_____ Winamac

_____ Rensselaer

_____ Morocco

_____ Youth Programming

Sincerely,

GLOSSARY OF TERMS

Assessment Team: In this functional position, staff located in this area will be greeting our customers, determining their needs, and moving them into our WorkOne process. They will refer customers to the services provided by our Faith-based/Community-based partners they need outside our offices. The most important aspects of this position are making customers feel welcome and providing them the information/resources they need. They will also complete the TrackOne application. This position relies on a system of referrals both internally and externally. The customer will be referred to the Solutions Team before they leave the office. The meeting with a Solutions Team member must take place for the client to be enrolled as this is where they receive their first intensive service.

Business Services Recruiter: Match job ready customers with jobs and work closely with Solutions Team and Business Services Representative

Business Services Representative: Connect business in Region 1 to WorkOne Centers.

Center Manager: Oversees all day-to-day activities within the WorkOne office which has been assigned to them. The Center Manager will work in coordination and in conjunction with the Process Leads within the office, any formal supervision of other providers housed within the office, and with the Leadership Team. The Center Manager will be coached and functionally supervised by the Regional WorkOne Manager for the management of office flow and process.

Common Measures: Performance standards for adults, dislocated workers, and youth enrolled into any of the following programs: Wagner-Peyser, Workforce Investment Act, Veterans, and Trade Adjustment Act. These measures for adults and dislocated workers include placement into employment; job retention; and average wages. Measures for youth include placement into employment, military, or post secondary training; credential; average wages; and literacy and numeracy improvement. For more information on common measures please see the Department of Labor, Employment and Training website:

http://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm

Indiana Career Connect: The State of Indiana's public labor exchange database. This database provides a comprehensive source of Indiana's job openings to assist job seekers in finding employment based on skills and experience and an extensive number of qualified job seekers for employers needing employees. The database can be found here: <https://www.indianacareerconnect.com/>

In-School Youth: Youth between the ages of 14 and 21 who are enrolled in secondary school, alternative school, or post secondary training at the time of enrollment into a Workforce Investment Act program.

Leadership Team: Team members made up of Center Management. The members of the Leadership Team help implement the Integration Strategy developed by the Regional Operator.

Older Youth: Youth between the ages of 19 and 21 at the time of enrollment into a Workforce Investment Act program.

Out-of-School Youth: Youth between the ages of 14 and 21 who are not enrolled in any type of educational or training program at either the secondary or post secondary level at the time of enrollment into a Workforce Investment Act program.

Product Box: Variety of services including workshops, pre-vocational training, and counseling offered at the WorkOne Centers

Solutions Team: Solutions Team staff members will review the QuickGuide pre-assessment results, work history, educational background, and all other skills the customer brings with them into the WorkOne. After reviewing all this information, the staff and customer will develop a schedule of activities to bring all of their skills together, add on more, and increase the customer's employability. The staff will provide job search skills and resources to move customers into or back into the workforce. These staff persons will provide workshops, computer training, and general one-on-one guidance for customers. For those customers in need of training or skills development in order to become job ready, they will work more intensively with the Solutions Team to locate training resources and to determine eligibility for training funds from a variety of sources. These individuals will be able to offer training opportunities, work experience, and other pre-vocational training in order to get our customers into the job market with more skills to enable them to command a higher wage.

Younger Youth: Youth between the ages of 14 and 18 at the time of enrollment into a Workforce Investment Act program.